



15 to Finish/GPS Statewide Kickoff: Springfield, MO, October 2016

# **Institutional Policies & Practice That Support 15 to Finish**

Dr. Kathy E. Johnson, Chief Academic Officer, IUPUI

# Goals for Today

- **Context: Brief Description of IUPUI**
- **Translating Emerging State Policies into Institutional Policies and Practices**
  - **Performance Funding (2007+)**
  - **Credits per Degree (2012-13)**
  - **State Aid / Degree Maps / 15 to Finish (2014-15)**
  - **Banded Tuition Implementation (2016)**
- **Lessons Learned / Discussion**



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# This is IUPUI

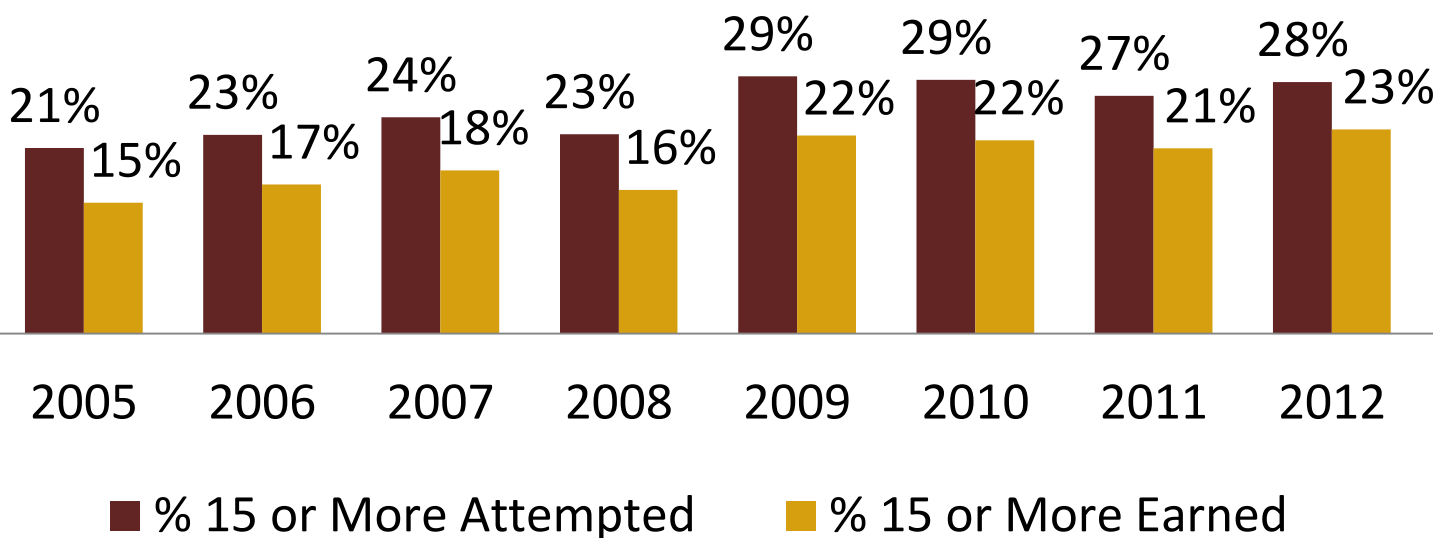
Where campus and city connect



**Fall '16 Enrollment: 28,301; 17 schools, 350+ academic programs; 25% students of color; 28% of beginners are 21<sup>st</sup> Century Scholars**

# The Problem: 2005-2012

Percentage of First-time, Full-Time Beginners who Attempt and Complete at least 15 Credit Hours – Fall Semester



**In 2012:**

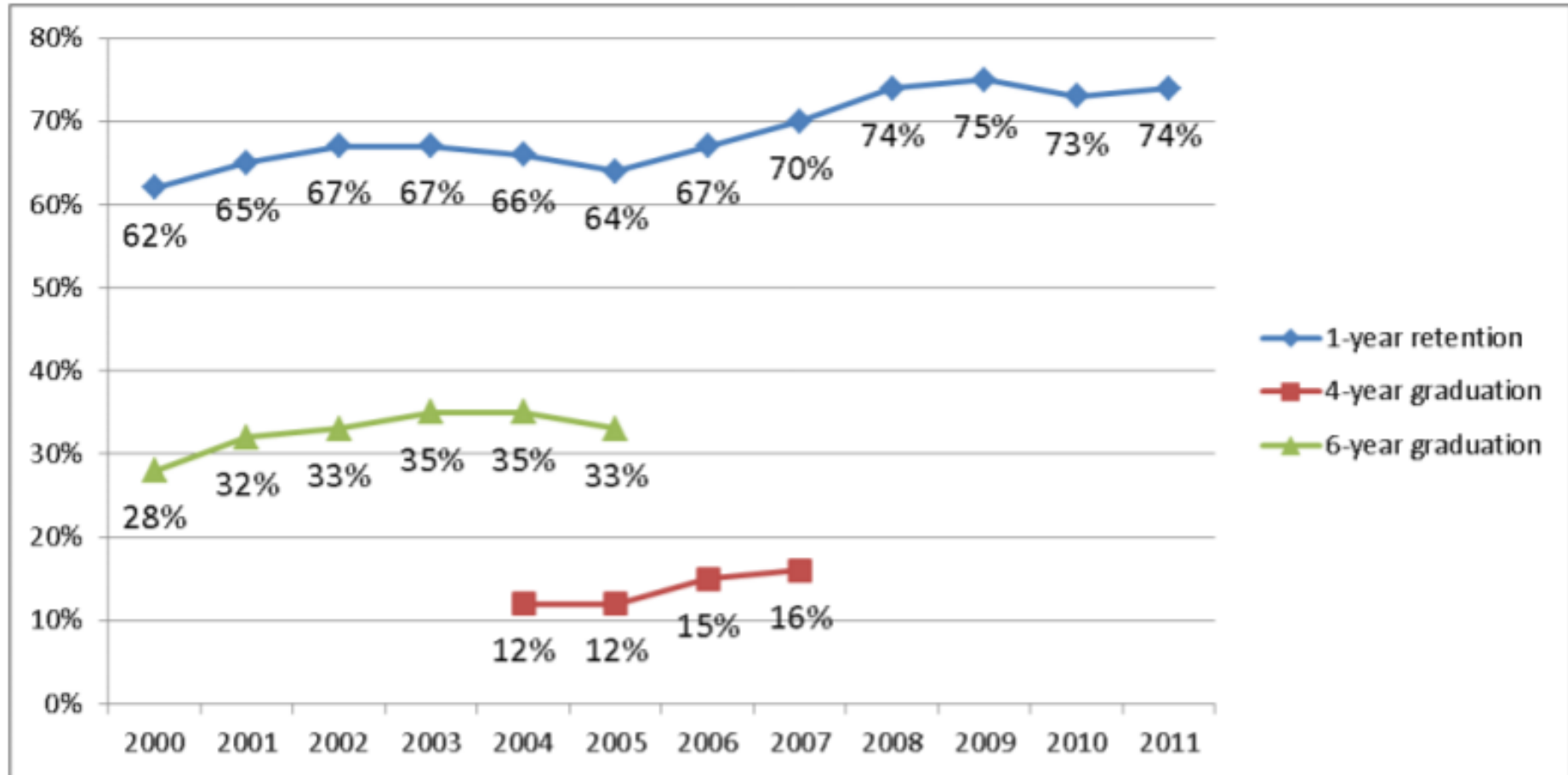
1Y Retention: **72%**  
4Y Graduation: **16%**  
6Y Graduation: **33%**

# IUPUI University College



# Getting Better...but Progress Too Slow!

Indianapolis Only FTFT Cohort Retention and Graduation Rate (Bachelor's, Associate, and Certificate)



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Indiana Commission for Higher Education	Policy	2013 IUPUI Response
Strategic Plan & Coordination	Performance Funding (2007- present)  • On-time degree completion (3Y average) • Improvements in Degrees Conferred	• Institutional Research Report produced in April, 2013 and shared with Council on Retention and Graduation  • IR director shared briefer version with all academic advisors engaged in Summer 2013 & 14 Orientation  • Letter sent to Parent & Family Newsletter: Staying on Track – A Case For Completing 30 Hours Per Year
Recommend Budget and Tuition		
Data Collection & Analysis		
Financial Aid	Caps on Credits per Degree (2012)  • Baccalaureate Degrees limited to 120 credits, unless exception justified	
Outreach		
Approve Academic Programs/Capital Request		

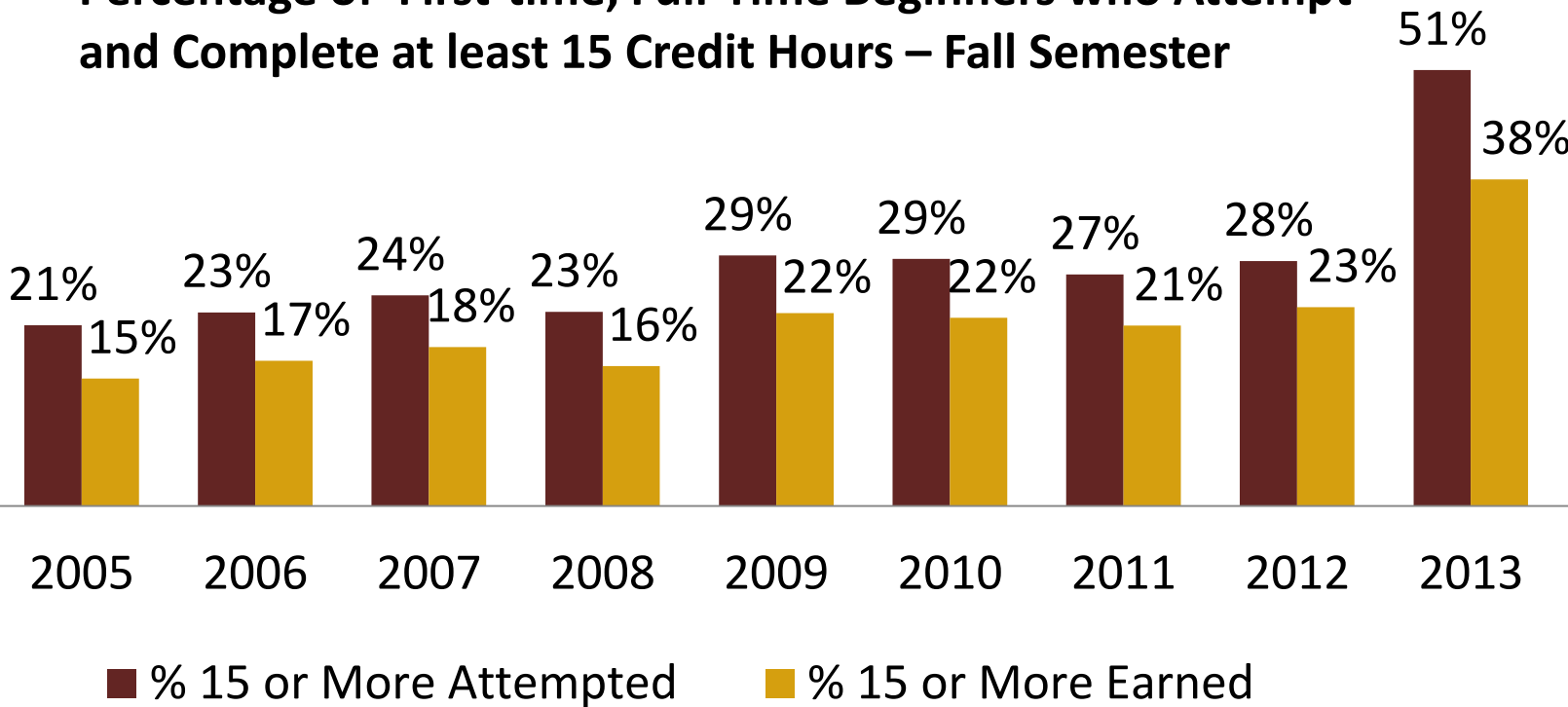


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# 2013: Improvement!

**Percentage of First-time, Full-Time Beginners who Attempt and Complete at least 15 Credit Hours – Fall Semester**





**Lesson Learned:** Orientation advisors play a tremendously important role in shaping cultural norms. Convincing them (with data) that 15+ credit loads do no harm is a key first step.



## Indiana Commission for Higher Education Policy: 2014

## 2014 IUPUI Response

Helped to enact state law indicating that 21<sup>st</sup> Century Scholars (state financial aid program for low income students) must complete 30 credits per calendar year to maintain eligibility

Degree maps for all students; 21<sup>st</sup> Century Scholars guaranteed access to the right courses at the right time – or the course is provided free (“free course guarantee” law)

- Advisor campaign continues
- Summer aid provided to 21<sup>st</sup> Century Scholars who failed to complete 30 credits by spring semester
- Coaching added to 21<sup>st</sup> Century Scholars Program
- “Stay on Track” marketing materials developed for students/families
- Indiana University develops iGPS (interactive Graduation Planning System) – degree maps for all students



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# Take 30 credits each year and graduate on time.

Enrolling in 24 credits per year instead of 30 credits means one more year of college. If you can't take 15 credits every semester, try picking up additional credits in the summer.



## Stay on Track

Find summer classes, meet with an advisor, and more —  
[uc.iupui.edu/stayontrack](http://uc.iupui.edu/stayontrack)

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Mailers to students and families



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Whitney Stierwalt ▸ IUPUI Class of 2017

June 19, 2013 · 📍

If I take 14 credit hours rather than 15, will it mess up my financial aid? I really need medical terminology but it will only put me at 14 credit hours rather than 15. 📍 Melissa At Iupui

Like · Comment · 📌 2 🗨 8

## IUPUI Student Communications Campaign during Registration, 2014

*Students who take 30 credits each year are more likely to graduate on time, make better grades, and save money on their education.*

learn more at [uc.iupui.edu/stayontrack](http://uc.iupui.edu/stayontrack)

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Small cards for advisors

Banners, posters and digital signs:

# Do you know what is required?

Most required courses must be taken in order. Layout a plan so you don't miss taking a class that is only offered once a year instead of every semester.



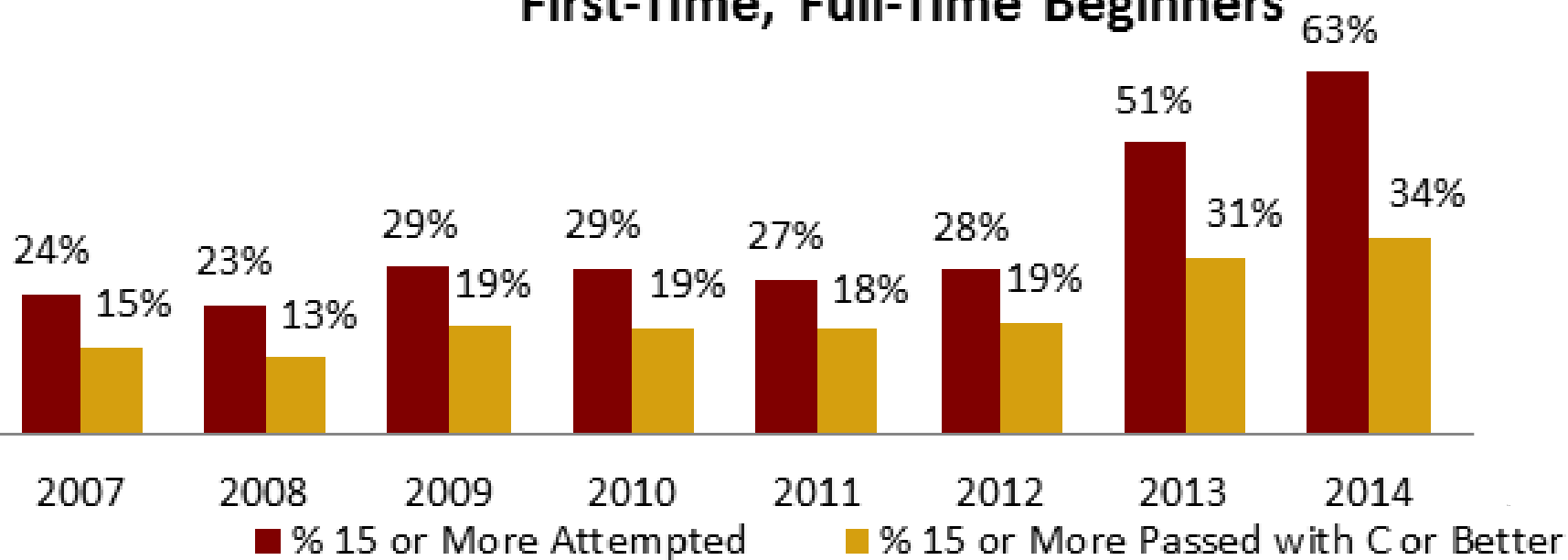
## Stay on Track

Learn how to graduate on time and save money  
[uc.iupui.edu/stayontrack](http://uc.iupui.edu/stayontrack)

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# 2014: A Bit Better Still.....

## % 15 IU Credit Hours or More Attempted and Passed First-Time, Full-Time Beginners



## Indiana Commission for Higher Education Policy: 2015

## 2015 IUPUI Response



### Statewide Communications Campaign

- Provided creative material (e.g., orientation video)
- Facilitated advisor workshop
- Produced data sheets

Advocacy: Banded Tuition

- Played *15 to Finish Video* at Orientation
- Displayed 15 to Finish materials on campus
- Organized advisor workshop led by ICHE representatives
- Continued All Prior Activities....AND
  - Hired 2 additional staff for 21<sup>st</sup> Century Scholars Program
  - Added expectation of Summer Bridge, Themed Learning Community or Coaching for 21<sup>st</sup> Century Scholars
  - Adapted ePDP (electronic Personal Development Plan portfolio)

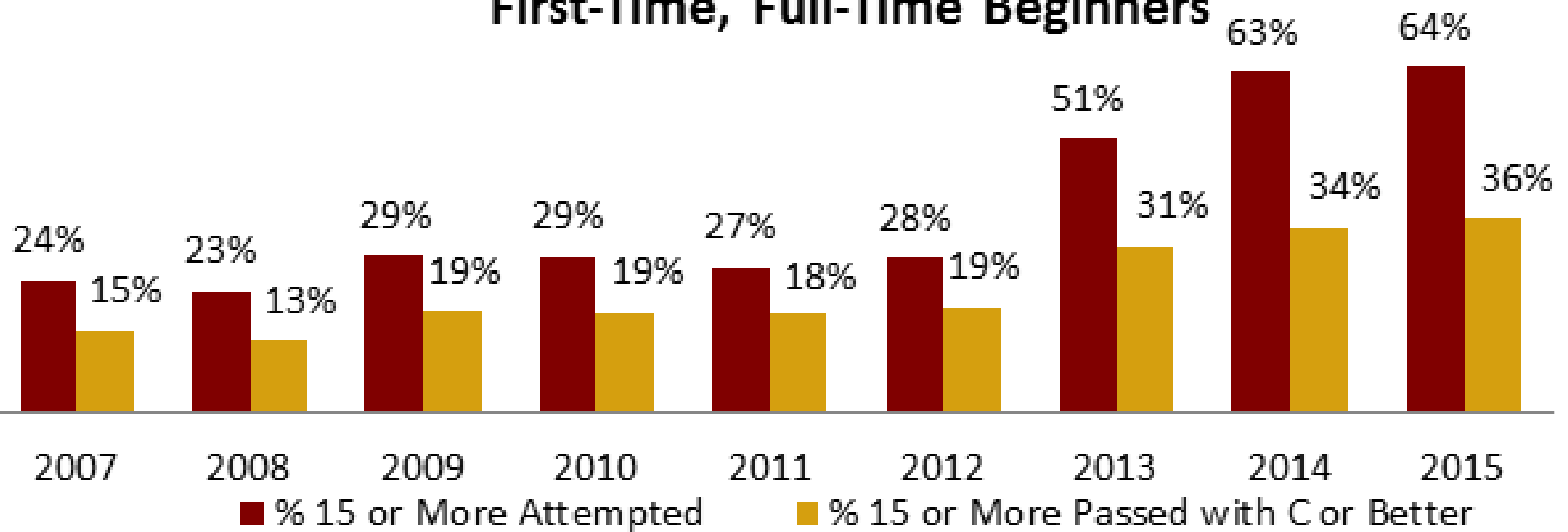


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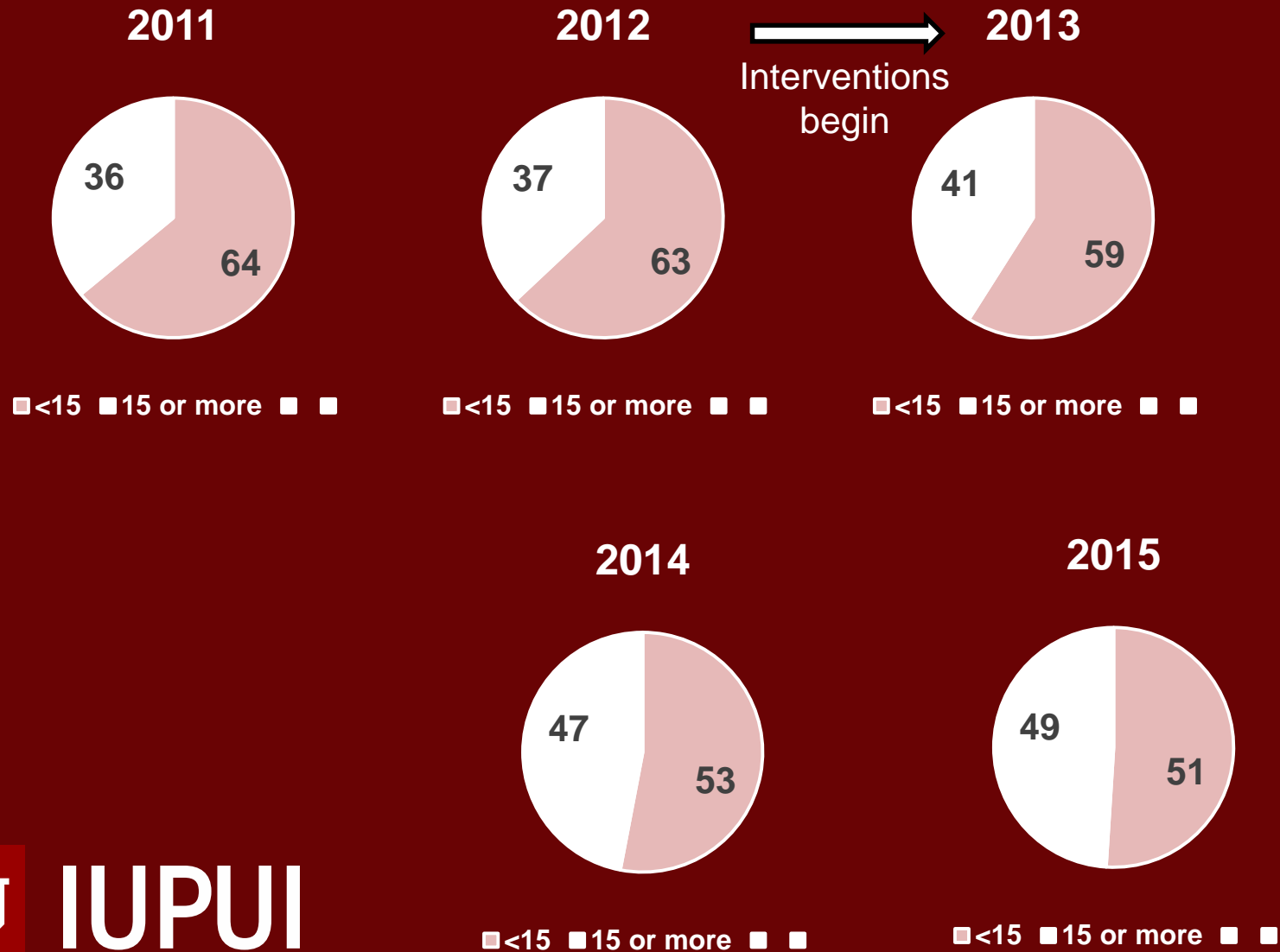
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# 2015: Hitting a Plateau?

## % 15 IU Credit Hours or More Attempted and Passed First-Time, Full-Time Beginners



# What's going on with ALL full-time students?



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Statewide Communications Campaign  
continues

Banded Tuition as a game-changer for all  
students

- Continued All Prior Activities....AND
- Planned for transition to banded tuition,  
effective Fall 2016
- Communications to students began  
during Fall 2015 and continued  
throughout spring and summer
- Investment of anticipated revenues into  
doubling of need-based aid



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# Impetus for Transition to Banded Tuition



- **Disruptor: On-Time Graduation**
- **Expand student credentials (minors, certificates, double majors) at no added cost**
- **Increase student engagement on campus**
- **Reduce barriers to awarding credits for internships, research**
- **Enhance workforce – increase baccalaureate degree holders**



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## Implementation Effective Fall 2016:

- Full-time undergraduate students in on-campus degree programs pay flat fee for any course load between 12 and 18 hours, rather than paying a per-credit rate
- Students taking fewer than 12 credits in a semester pay the per-credit rate; and
- Students enrolled in 19 or more credit hours will pay the banded tuition rate up to 18 credit hours plus the per-credit tuition rate for each credit over 18.

IUPUI tuition is **\$8,141** per year in 2016-17, equivalent to tuition for 15 credit hours per semester.



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# Easing the Impact:



- Need-based financial aid doubled: IUPUI GAP(Graduation and Persistence Award) – unmet need of \$5K or more; admitted in last 5 years; GPA  $\geq$  2.5
- Seniors with unmet financial need who need fewer than 15 credits to graduate eligible for “Graduation Grant”
- Emergency aid doubled
- Delayed billing cycle by 23 days (extra month to pay) and 7 day “free” course exchange



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# Communication Strategy

- All students informed by email in November 2015, with follow-up messages to students in spring 2016
- FAQ was developed and distributed in spring 2016 and posted to Bursar website
- Communicated to faculty and staff via IUPUI Faculty and Staff Councils
- Academic Advisors received more detailed communications
- Distributed via other standing councils, committees and groups



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## **BANDED TUITION** AT INDIANA UNIVERSITY

Banded tuition gives undergraduate students the option of taking between 12-18 credit hours in the fall/spring semesters at the same tuition rate.

Students who complete



**15+**

or more credit hours per semester will graduate in

**four years.**

Students who are enrolled in on-campus degree programs can include

**ONLINE COURSES**



in the 12-18 credit hour tuition band.

IUPUI and IU's regional campuses will implement banded tuition effective



**FALL 2016.**

**Did you know?**

An additional year of college can cost a Hoosier student more than

**\$50,000**

in tuition, lost wages, and related costs.



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[affordability.iu.edu](http://affordability.iu.edu)

# Campus Response: Spring 2016



**Alexis** @alexisjennelle · Feb 22

I just signed a @theactionnet petition: Students Over Profit - against **banded tuition** at #IUPUI. Sign here: [actionnetwork.org/petitions/stud ...](http://actionnetwork.org/petitions/stud)



- Small group of students supported by concerned faculty and staff organized protests
- Campus newspaper articles
- Blog posts
- Social media (especially FB and Twitter)
- Online petition



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INMU\_PhiDeltaTheta and 15 others follow



**Kelly** @Kelly\_K93 · Apr 13

**Banded tuition** is probably the worst thing that could happen to @iupui . If I'm only 12 credit hours I don't want to pay for 15...





# BANDED TUITION TOWNHALL

## GUESTS

IU ADMINISTRATION, THE  
INDIANA COMMISSION FOR  
HIGHER EDUCATION, AND  
STUDENTS

## WHEN

MONDAY, MARCH 28  
FROM 9:00 TO 10:00AM

## WHERE

CAMPUS CENTER  
ROOM 450 A



UNDERGRADUATE STUDENT GOVERNMENT  
AT INDIANA UNIVERSITY-PURDUE UNIVERSITY INDIANAPOLIS



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## Leadership Response: Spring 2016

- Campus leaders met with student groups multiple times
- Campus shared data with students about current situation
- Campus made the case that students enrolling in 15 credit hours or more graduate on time at a higher rate and with less debt
- Solution-based town hall was held in March, 2016, including representatives from Indiana Commission for Higher Education



# Summer 2016

- All existing initiatives (orientation, summer bridge, coaching) continue
- Deans and chairs urged to add “late start” courses (running from weeks 8-15) to fall schedule in anticipation of more adding/dropping
- Communications distributed to advisors and students in May, 2016
- All students NOT enrolled in 15 credits for fall sent communication in July 2016, encouraging them to add a class [Chairs copied on communication and requested to add additional seats, if possible]



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**Get Hired.** With banded tuition, you can add courses each semester that will make you more marketable to employers when you graduate. Consider a certificate, a minor, or even a few courses for personal enrichment.

**Learn More.** College is more than just getting a degree—it's a chance to learn about the world. Enrich yourself with an elective each semester in a new area of interest – learn a language, a skill, an art, or a new topic. With banded tuition, students pay the same fee for 12-18 credit hours. Make yours count.

**Make the Most of Your Investment.** Graduating in four years takes planning and commitment. Maximize your semester by taking at least 15 credit hours and up to 18 when it makes sense. Work with your advisor to find the best fit for your schedule. With banded tuition, you'll save money and time by taking more than 12 credit hours.



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**Learn a New Language.** With banded tuition, you can learn a new language at no additional cost to your current course work. Consider adding a language or other topic of interest that complements your degree. Talk to your advisor about the best options for your program.

**Help the community around you.** Register for courses that count toward your degree and explore the neighborhoods, businesses, and non-profits of Indianapolis. Many classes provide service learning and research opportunities allowing you to learn and provide service at the same time.

## **Mediums**

General: digital signs, social media, websites, posters

Paid social media for IUPUI students

Printed handouts for advisors to give to students

Messaging provided to advisors for use when talking to students

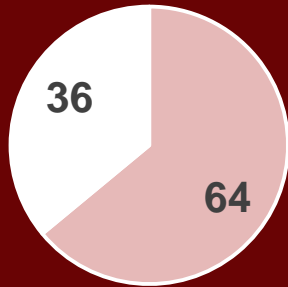


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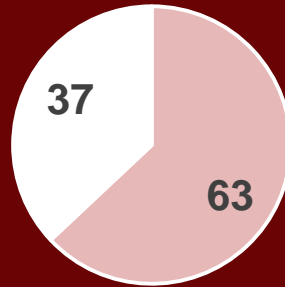
# Game Changer!

2011



■ <15 ■ 15 or more ■ ■

2012

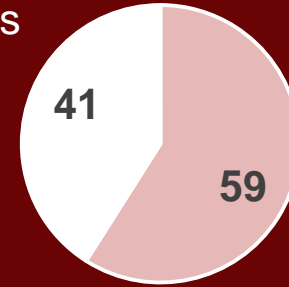


■ <15 ■ 15 or more ■ ■



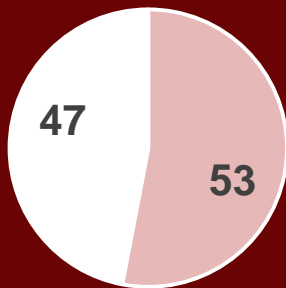
Interventions  
begin

2013



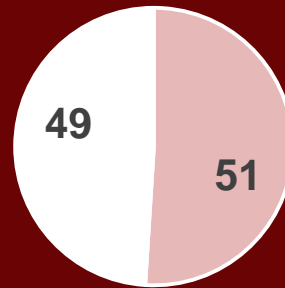
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2014



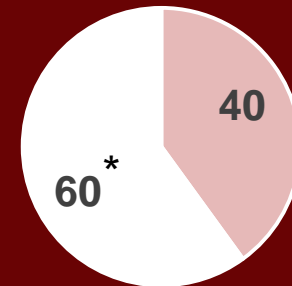
■ <15 ■ 15 or more ■ ■

2015



■ <15 ■ 15 or more ■ ■

2016



■ <15 ■ 15 or more ■ ■

\*IU Bloomington: 68%



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# More Detailed Breakdown: Credit Load

## Full-Time Undergraduate Enrollment by Student Credit Hour Load

Credits	2015 Heads Census	% Share	%	2016 Heads 22-Aug	% Share	%	YTD Dif
<b>12</b>	3,329	21.3%	49.4%	2,520	15.5%	40.3%	-9.1%
<b>13</b>	2,251	14.4%		1,904	11.7%		
<b>14</b>	2,144	13.7%		2,127	13.1%		
<b>15</b>	3889	24.9%	50.6%	4,399	27.0%	59.8%	9.2%
<b>16</b>	2299	14.7%		2,848	17.5%		
<b>17</b>	1018	6.5%		1,324	8.1%		
<b>18</b>	651	4.2%		1065	6.5%		
<b>18+</b>	44	0.3%		88	0.5%		
<b>Total UG</b>	15,625			16,275			

Almost 10% more students enrolled in 15 or more credit hours compared to Fall 2015

# Gains Across All 4 Years for Full-Time Students

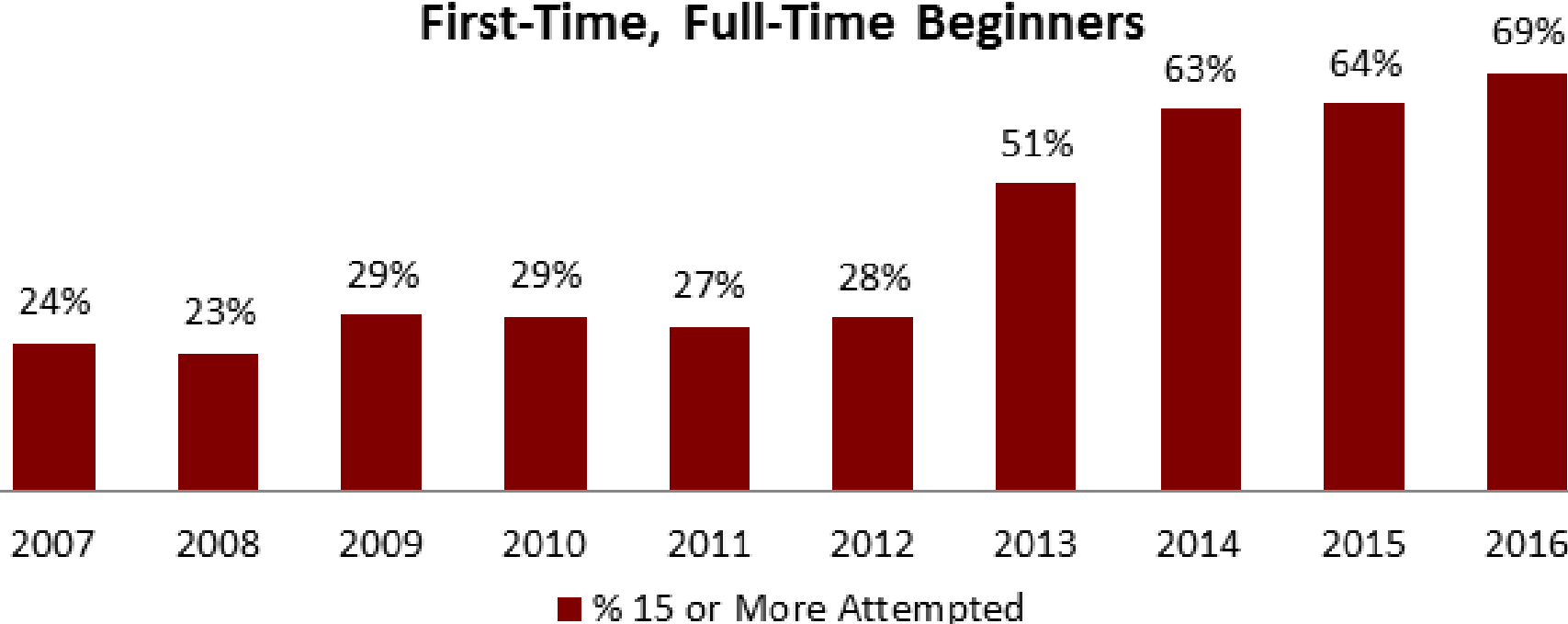
## Undergraduate Average Credit Hours: IUPUI-IN

Campus	Ugrd Crsld	Attribute	Previous Term Heads	Current Term Heads	Percent Change Heads	Previous Avg Hours	Current Avg Hours	Avg Hours Diff
IUPUI-IN	FT	Freshman	4,362	4,420	1.3%	14.7	15.0	0.2
		Sophomore	3,773	3,730	-1.1%	14.3	14.8	0.5
		Junior	3,550	3,614	1.8%	14.2	14.7	0.5
		Senior	4,190	4,511	7.7%	14.0	14.5	0.5
		Non-Degree	108	97	-10.2%	13.6	13.8	0.3
		<b>Total</b>	<b>15,983</b>	<b>16,372</b>	<b>2.4%</b>	<b>14.3</b>	<b>14.7</b>	<b>0.4</b>
	PT	Freshman	602	474	-21.3%	6.6	6.6	0.0
		Sophomore	683	543	-20.5%	7.5	7.4	-0.1
		Junior	713	672	-5.8%	7.2	7.3	0.2
		Senior	1,830	1,616	-11.7%	6.8	6.9	0.1
		Non-Degree	549	613	11.7%	5.0	4.6	-0.5
		<b>Total</b>	<b>4,377</b>	<b>3,918</b>	<b>-10.5%</b>	<b>6.7</b>	<b>6.6</b>	<b>-0.1</b>



## And another boost for beginning students:

**% 15 IU Credit Hours or More Attempted  
First-Time, Full-Time Beginners**







## Lessons Learned:

1. Communications are critical – ideally contextualized to one's own campus community
2. Dialogue is essential for garnering trust, particularly with student support staff
3. Data on our own students is essential – must be scrutinized carefully and publicly
4. Core Consideration: Quality of the Undergraduate Experience
  - How will we preserve quality and depth of student learning?
  - How can we enhance quality, while also reducing student debt?
  - How can we take advantage of signature initiatives to support student success throughout these changes?



# THE WORLD IS YOUR CLASSROOM.

[rise.iupui.edu](http://rise.iupui.edu)

- Integrating High Impact Practices into Degree Maps
- Helping students to reflect on their learning and articulate this to prospective employers



***Lilly Auditorium in University Library***  
*Friday, November 6, 10:30 a.m.–2:30 p.m.*

*RISE Day is a FREE conference!*

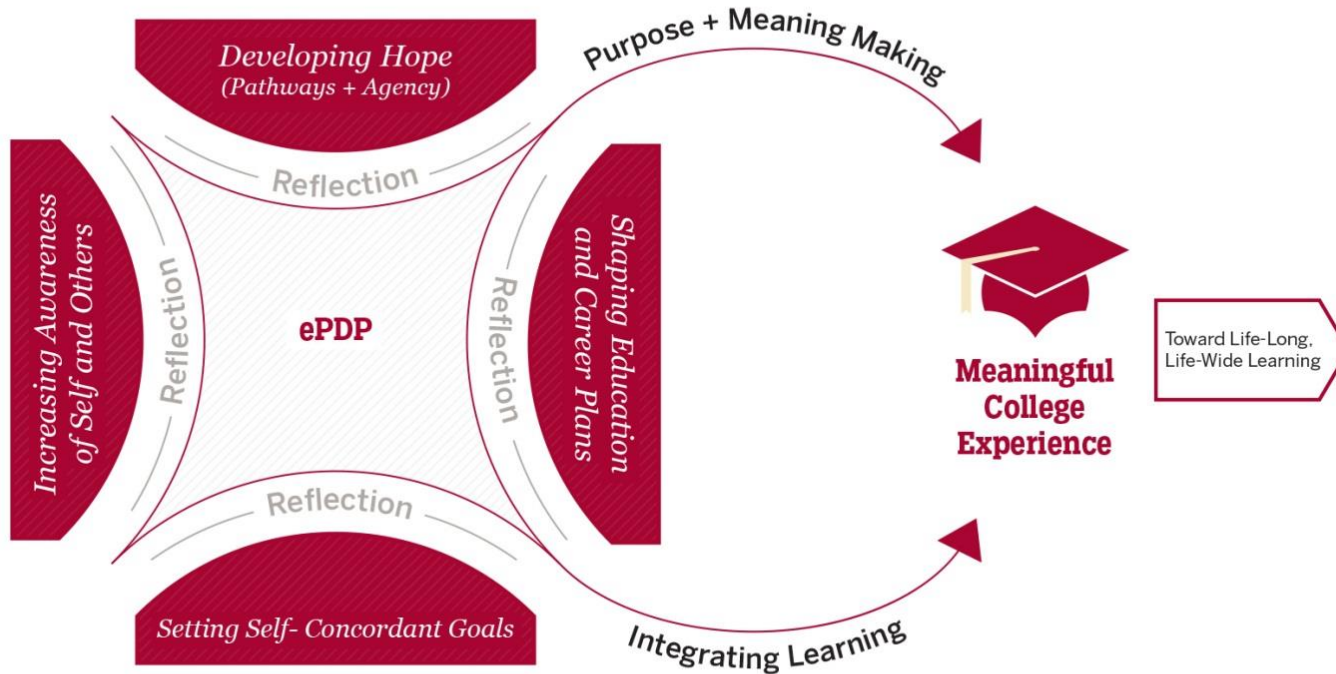
***Learn More!***



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## Conceptual Model for the IUPUI electronic Personal Development Plan (ePDP)

July 2013



Dr. Cathy Buyarski  
IUPUI



About Me • Educational Goals and Plans • Career Goals • Campus and Community Connections • Portfolio • Resume

About Me

About Me

Biography

StrengthsQuest

MBTI

My name is Lynnette - I am a full-time, third-year student at Indiana University-Purdue University Indianapolis pursuing my B.S.B. in Management/International Studies at the Kelley School of Business and B.F.A. in Painting at the Herron School of Art & Design. Generally, I'm interested in understanding Truth and Beauty; specifically, in business as a way of understanding how the world works, and in art as a means of communicating what we know. I discovered the concept of social entrepreneurship in college and am fascinated with the process of harnessing the power of business for good.

I am a detail-oriented person who likes big projects - a sometimes unfortunate combination. My convictions, focus, work ethic, and passion for learning are the strengths on which my academic, professional, and personal life has been built. I am working to get better at asking for help when I need it and learning to say "no" when something is more than I can handle. *For a more "in-dep*

- ePDP completion correlated with higher GPAs, retention
- Completers report most beneficial aspects to be related to self-understanding, deciding on a major or future career, and goal setting
- Benefits particularly significant for exploratory students



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# Questions and Discussion



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